THE VALUE CHRONICLES

The Value Concepts and Standardization Newsletter

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1998-1999 VALUE METHODOLOGY WORKSHOPS

The Value Concepts Office (VCO) encourages and implements acquisition reform by participating with Team C4IEWS in the mentoring of Value Methodology (VM) workshops. These workshops form multi-function Integrated Product Teams (IPTs), working within a performance-oriented environment, to develop better products for the war-fighter and, at the same time, reduce costs for the Army. These multi-function IPTs include representatives from the three C4IEWS communities, as well as representatives from industry and the war-fighters themselves.

These workshops employ proven value methodology concepts and techniques, such as the Function Analysis System Technique (FAST), within a well structured systems engineering process, to develop "better product" solutions for evaluation and implementation. Implementation can be accomplished through various acquisition reform tools that fall under the Value Concepts/SSAR umbrella. Programs such as Specifications, Standards and Acquisition Reform, Value Engineering, Operating and Support Cost Reduction, DLA-$avings Through Value Enhancement, and Modernization Through Spares can and have been used to provide better products and a lower cost to the user.

The VM workshops are five days long and use the equipment IPT, the contractor who is/will/has worked on that particular piece of equipment and the user of the equipment. A Certified Value Specialist (CVS) facilitates the workshops. By combining the government, contractors and users, we ensure success by maximizing team creativity and establishing a "true" partnership between government and industry. The workshop stimulates "Out of the Box Thinking" and creates IPT mentorships. Mentorships develop project leaders, secure funding for the VE proposal, and insure successful implementation.

INSIDE...

The following is a summary of the workshops held since publication of the last Value Concepts Chronicle. For information on workshops from prior years or for further information on the Value Concepts Office, please visit our web site at www.monmouth.army.mil/cecom/lrc/specstd/ve/index.html.

MISSOURI NATIONAL GUARD AVCRAD WORKSHOP

SYSTEM/PROGRAM NAME- ASN-128 Doppler Navigation System/ CCS/Avionics Directorate, LRC

DATE OF EVENT- 10/19/98

TEAM PLAYERS- Missouri Aviation Classification Repair Activity Depot (AVCRAD), CECOM LRC CCS/Avionics Directorate & Readiness Directorate

PROBLEM STATEMENT - Reduce (Maintenance) Costs

WORKSHOP OBJECTIVE- Reduce "false pulls" of the ASN-128 Doppler from the field. More than 30% of the ASN-128 Doppler systems were pulled from the field and sent to depot for repair and were determined to be working properly. Each returned asset that is good represents a cost to the field of 35% of the Line Replaceable Unit (LRU) price. An integrated government team was established to brainstorm, develop and evaluate various methods of resolving this problem.

RESULTS- The government team determined that an inexpensive "breakout box" allowing a maintainer to eliminate "false pulls" of LRUs would be the best value solution for eliminating unnecessary depot stock funding charges. The Government team used Function Analysis Systems Technique to determine that the best value solution for eliminating unnecessary depot stock funding charges was the design of a Break Out Box (BOB). The 'BOB' is cost effective and allows a maintainer to eliminate "false pulls" of LRUs. This successful Value Engineering workshop effort saved the Government in excess of $8M over the next three years with additional savings to be realized in the future.
POC- Mike Linkletter, 732-532-3654, CCS/Avionics Directorate

JOINT TACTICAL TERMINAL O&S COST IMPROVEMENTS WORKSHOP

SYSTEM/PROGRAM NAME- Joint Tactical Terminal

DATE OF EVENT- 12/7/98

TEAM PLAYERS- PM JTT, Raytheon, Multi-service Users

PROBLEM STATEMENT - Reduce (O&S) Cost

WORKSHOP OBJECTIVE- The workshop was held to address cost of ownership improvements for the JTT system. The Integrated Product Team included representatives from each branch of the armed services, JTT Program Office, and Raytheon. The team focused on Training/Technical documentation options, frequency alignment alternatives, shipping options to minimize downtime, and comprehensive contractor logistics support alternatives.

WORKSHOP RESULTS- The teams analyzed the functions critical to their projects and evaluated several alternatives against objectives and criteria impacting life-cycle support costs to the user

community. As a result of the workshop, Raytheon submitted a Candidate Value Engineering Change Proposal (CVECP) to automate the frequency standard adjustment process using the embedded GPS receiver. With an investment of $700K, an estimated $4.5M over 15 years will be saved by eliminating the scheduled semi-annual frequency adjustment maintenance. PM JTT technically approved the CVECP. VECP approval and financial settlement will be pending on the availability of DA issued funds. Once the funding is in place, "***Spiral VECP***" and "***ALPHA Contracting***" methods will be used to expedite the VECP processing time. Additional proposals (Transportation, Inventory, Logistics Documentation) are under PM JTT evaluation for future implementation.

POC- Dennis Owens, 732-532-9046, PM JTT ILS Manager

RDEC C2S2 ORGANIZATION IMPROVEMENT WORKSHOP

SYSTEM /PROGRAM NAME- Command & Control System of Systems Division, Command & Control Directorate, RDEC

DATE OF EVENT- 4/19/99

TEAM PLAYERS- C2S2 Division, C2 Directorate, RDEC

PROBLEM STATEMENT - Improve Organizational Effectiveness and Customer Responsiveness

WORKSHOP OBJECTIVE- Explore ways of applying the principles of Value Management (VM) to improve the C2 Systems Architecture Branch organizational effectiveness and value adding contributions to those organizations (internal customers) served by the C2 Branch. A principle objective of this VM project is to focus on improving customer responsiveness. To achieve these objectives the C2 Branch was divided into three teams representing the principle services and responsibilities of that Branch. The teams were identified as:

1. AAN Technology Integration Team, representing Future Architecture
2. C3I Architecture Framework Team, representing the Evolution of Architecture
3. ABCS Transition Architecture Team, representing Near-Term Transition

RESULTS/HIGHLIGHTS- Each team developed a "charter" that best described the scope and deliverables of the respective team. A Function Analysis System Technique (FAST) each team created Model that graphically described a "should be" concept of the C2 Branch units operations in complying with their charters. The FAST modeling process displays the units operations in function terms and traces the function dependencies of their operational steps. After constructing the basic FAST Model, the models were used to evaluate the effectiveness of the current C2 Branch units against the "should be" version and to identify those disciplines and peripheral organizations impacted by the functions performed by the units. A **R**esponsibility, **A**ccountability, **C**onsulted, **I**nformed (**RACI**) Model was then structured using the FAST Model to describe the level of involvement affected by a function. With the completion of the FAST/RACI Model the teams then assessed their present performance against the "should be" functions on their FAST Model and color coded the results of their assessment. **GREEN** indicates "doing well". **RED** indicates "doing poorly". **YELLOW** indicates "not doing at all". The concluding

event of the workshop was determining those actions required by the team members following the close of the formal workshop. Items identified in "Way Forward" assignments were:

- Integrate the three team FAST models into a single, higher abstraction level FAST Model
- Propose an enterprise that responds to the corrective actions indicated in the FAST Models
- Present the finding of the teams to customer sources for response and feed-back
- Complete organization Architecture
- Test attributes with customers and end users
- Resolve "How to …" of the RED and YELLOW function blocks

In conclusion, the task teams efforts and achievements represent an excellent base structure for performing the remaining steps of the VM process, in a follow-on five-day event. The proposed event would focus on developing specific organization changes, process, procedures and deliverables to increase the value added contributions of the C2 Systems Architectural Branch.

C2S2 POC- Dr. Dirk Klose, (732) 427-2213, C2 Systems Integration Branch Chief
C2S2 WEBSITE- http://www.c2sid.c3sys.army.mil:443/c2d_org1.htm

FIELDING IMPROVEMENT WORKSHOP

SYSTEM/PROGRAM NAME- LRC, Readiness Directorate, Force Modernization Division

DATE OF EVENT- 04/26/99

TEAM PLAYERS- PM WIN T; PM MILSATCOM, DRE, LRC, Contractor/Suppliers (EPS, Nations)

PROBLEM STATEMENT – Improve Process

WORKSHOP OBJECTIVE- Use Value Engineering's function based methodology to examine current processes used to plan, conduct and manage materiel fielding in the Readiness Directorate and develop/propose improvements and alternatives.

RESULTS- The VM Workshop devoted attention to five areas.

(1) The WIN-T Team's mission was to determine the best strategy to field, train, and sustain WIN-T, a communication system for Echelon at Corps and Below (ECB)/Echelon Above Corps (EAC)/National Command Authority (NCA). The team recommendation was to implement Combined Fielding – LRC/PM/DRE/KTR; reduce training costs via embedded training; computer-based training /web-based; and tele-maintenance. In addition the team suggested forming an IPT to build on "lessons learned" and insure that post fielding assessment is conducted after each individual fielding and, finally, to gain acceptance to implement their course of action.

(2) The DRE Team proposed to analyze Communications and Accountability Improvement Initiative which included the intent to improve communications; accountability; Total Package Fielding (TPF); reduce TPF cost; expedite fielding and New Equipment Training. The team recommendation was to establish a study team for bar-coding, another team for AGR; and create a website.

(3) The Fielding Support Team set its focus on: (a) studying the fielding process for new equipment; (b) examining PM alternatives to using LRC; and (c) developing an LRC Business Plan to best support process via a Memorandum of Understanding. The team recommended that PM MILSATCOM should task DRE to develop a web-based Materiel Fielding Plan for publication,

learned" from current warranty requirements. When processed these Value Engineering Changes will save the Government in excess of $6M.

PM NIGHT VISION/RSTA POC - Mr. Keith Boykin, (703) 704-1310, Project Leader, AN/PVS-14 MNVD

CONGRATULATIONS TO
VALUE ENGINEERING (VE) AWARD WINNERS!!!

MR. MIKE GALLAGHER
MR. NABEEL ATTIA
CECOM ACQUISITION CENTER
(Individual Award)

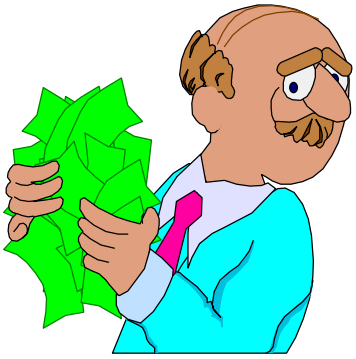
TOBYHANNA ARMY DEPOT (TYAD)
DOD/DA VALUE ENGINEERIBG ACHIEVEMENT AWARD
FOR OUSTANDING INSTALLATION

The FY98 Department of Defense Value Engineering Achievement Awards were held on 25 May 1999 at the Pentagon. Dr. Patricia Sanders, Director, Test, Systems Engineering and Evaluation, was the Master of Ceremonies and The Honorable Jacques S. Gansler, Under Secretary of Defense (Acquisition and Technology) delivered the opening remarks and presented the awards. The individual awards were won for the extraordinary initiative and expertise demonstrated in completing the Joint Tactical Terminal Transceiver mounting tray Value Engineering Change Proposal (VECP). The VECP not only saved the Government $776K, but was processed and finalized within 27 days. The team's dedication and commitment succeeded in making VE a win-win for CECOM and Raytheon.

The Outstanding Installation award was won by TYAD for reported savings exceeding $8 million which was 107% over their AMC applied VE Goal for 1998.

BG Nabors, CECOM CG; MG Gust, PEO-IEW; LTC Kostek, PM-JTT; Mr. Richard Banyard, Deputy Director, LEO; and the members of the Team C4IEWS Value Concepts Office attended the ceremony.

FY99 VE GOAL SET



The FY99 Team C4IEWS Value Engineering Savings Goal has been set at $42.4M. This is based on an AMC request that all Major Subordinate Commands (MSCs) base their FY99 monetary Value Engineering Savings Goals on the DOD requirement of "a minimum of one percent of the Total Obligation Authority (TOA)".

The goal breakdown is as follows:

CECOM (including Tobyhanna Army Depot)	-	$ 27.0 M
PEO IEW	-	6.9 M
PEO C3S	-	8.5 M
TOTAL	-	$ 42.4 M

FY99 SMA-OSCR PROGRAM

The **Supply Management Army - Operating and Support Cost Reduction (SMA-OSCR)** Program was established by the Army Materiel Command (AMC) in FY96 to provide a means to fund proposals aimed at reducing operating and support costs associated with spare and repair parts. An Integrated Process Team exists in the Value Concepts Office to manage the effort here at Team C41EWS.

AMC has funded the FY99 version of the SMA-OSCR program with a $21M set-aside from SMA operating cost authority and has processed block grants of $1M for each Inventory Control Point. Projects with a redesign cost of less than $250K can be approved locally. Projects with a greater than $250K redesign cost require AMC approval.

To date there are ten approved SMA-OSCR projects. Five required AMC approval and five were locally approved. The total redesign cost was $4.664M and the total projected net savings for the economic life is $134.29M.

Currently there are two SMA-OSCR initiatives under consideration for local approval and another two initiatives requiring AMC approval. These four SMA-OSCR initiatives may require a total redesign cost of $10.5M. At this time it is not known how much the savings would be.

What qualifies as a SMA-OSCR project?

The SMA-OSCR program will accommodate initiatives to fund engineering design efforts that reduce secondary item acquisition costs, extend the life of the item, and/or improve reliability, maintainability and supportability. Provided the other criteria are met (e.g. submission of a validated economic analysis), this

program will fund secondary SMA-OSCR projects (i.e. engineering studies). Acceptable SMA-OSCR projects will either: 1) involve the redesign of an individual item or an assembly of items; 2) develop and validate new and specific maintenance or repair applications or procedures (to include the design of repair kits) that permit repair/rebuild of an item rather than replacement; or 3) provide for "minor" modifications of the end item configuration through the addition of one or more component parts that extend the life of another component, which is otherwise unchanged (e.g. the addition of a capacitor to extend the life of a battery). The redesign costs are funded through the Army Working Capital Fund. Implementation costs for sustainment are funded by the Weapon System Teams of the Commodity Directorates.

What does not qualify as a SMA-OSCR project?

While each SMA-OSCR initiative will be evaluated on its own merits, in general the initiative must result in a physical hardware application to qualify for funding. Purchase of test equipment or office automation hardware and software, implementation of managerial type improvements, physical configuration of production or maintenance lines, conduct of item reduction or standardization studies, and other such initiatives that do not physically impact the secondary item(s) are generally not eligible for funding by this program.

Restrictions Apply:

The initiative funding is limited to the cost of the engineering study itself. Costs incurred assessing the feasibility of an initiative, documenting the study requirements, preparing and awarding a contract, managing and tracking the initiative, and performing an assessment of the finished product or post investment analysis, are operational in nature and funded from SMA Logistics Operations (LOG OPNS). The purchase of new or replacement items/kits, their application, the update of technical or maintenance manuals, or any other inventory related costs are also not funded by the SMA-OSCR program and must be funded from other existing authority.

Non-dependability Clause: Initiatives submitted for funding under SMA-OSCR must not be dependent upon other non-programmed sources of funding in order to permit implementation. The Major Subordinate Commands must assure the total program is executable and any additional funding (i.e. hardware to implement the engineering effort) has been programmed.

HQ AMC has issued guidance based on the Cost Economic Analysis Center's (CEACs) input that restricts redesign efforts to those that will reduce O&S costs that the field actually experiences. Only those expenses that appear in the Operating Support Management Information System database can be considered candidates for SMA-OSCR funding. The intent of CEAC is to remove SMA-OSCR estimated savings from portions of the field's budget.

Additional Cost Reduction Programs:

The Reliability, Maintainability and Supportability (RM&S) program is similar to the SMA-OSCR program. The RM&S program was established to reduce O&S costs by replacing or improving components of fielded weapon systems with more reliable, affordable, or maintainable items with up to two years of RDT&E funding for nonrecurring costs. In addition to the methods of reducing O&S costs

similar to the SMA-OSCR program, the RM&S program can also achieve savings through an improved logistics process. The SMA-OSCR program uses proven technology already being used in a similar application, while the RM&S program uses mature technologies adapted new applications. The RM&S program also requires a minimum 2.5 to 1.0 savings ratio. Just recently, eight RM&S projects are at AMC awaiting approval.

The **Commercial Operations and Support Savings Initiative** (COSSI) program is a Dual-Use Application program initiative. COSSI's mission is to develop and test a method for reducing Department of Defense (DoD) O&S costs by routinely inserting commercial items into fielded military systems.

COSSI is a two stage process where:

Stage 1 includes the nonrecurring engineering costs required to adapt the commercial items for use in a military system. A minimum of 25% of the Stage 1 cost is to be contributed by the contractor and the balance of the Stage 1 cost would be provided from the COSSI program funding. The Stage 1 proposal must include the Stage 2 target prices and quantities. The contractor's proposal must include a signed letter from an appropriate U.S. military sponsor who supports the project.

Stage 2 includes the procurement of the successful Stage 1 kits without competition, at the fair and reasonable target price agreed upon at the start of Stage 1 and without requiring the contractor to provide detailed cost or pricing data. This purchase is likely to be made using the commercial item provisions of the FAR. Funding for Stage 2 will be funded by the military sponsor. No COSSI funds will be used for Stage 2.

The I-REMBASS Repeater project was the LRC's only COSSI submittal for FY99 COSSI funding. It is a partnering project with NOVA Engineering. This project was recently approved.

Data Calls:

The SMA-OSCR program is open to projects at any time.
The COSSI and RM&S programs are open periodically through intermittent data calls.

For more information regarding the SMA-OSCR program, please contact the SMA-OSCR Team in the Value Concepts Office at DSN 992-8524, commercial 732-532-8524.

CONGRATULATIONS !!!

1998 DEFENSE STANDARDIZATION PROGRAM ORGANIZATION AWARD WINNERS

CHARLES CEBULA; VICTOR JIRANEK; GIUSEPPE SGROI, LaTONYA JACKSON, STEVEN GUNTHER; JEFFREY CARVER; ROLAND CHAN, MARY LYNCH; FREDERICK DOMANICH, ANDREW LEE, ROBERTO FLORES, and STEPHEN LaSCELLES

This annual award is for defense organizations and individuals that have made significant accomplishments in implementing military specifications and standards reform. The Team C4IEWS Specifications and Standards Acquisition Reform (SSAR) Team is the 1998 Army organization award winner. Members of the Team C4IEWS SSAR team represent the three distinct acquisition organizations, Communications-Electronics Command, PEO C3S, and PEO IEWS. The presentation award ceremony was held on July 7, 1999, in the DLA Headquarters Complex Auditorium, Fort Belvoir, VA; the award was presented by **Mr. Dave Oliver**, Principal Deputy Under Secretary of Defense for Acquisition and Technology.

STANDARDIZATION TEAM MESSAGE
BE AWARE!!!

As we have all heard the past few years, we should be decreasing our reliance on detail military and federal specifications and standards. In place of these types of documents, we should be using performance specifications, commercial item descriptions, and non-government standards. Many of the military specifications that we have used in the past are now canceled. Sometimes, the activity that canceled the military specification will cite a potential replacement document on the cancellation notice. The wording on the notices varies greatly. Examples include:

"MIL-X-XXX is hereby canceled. The preparing activity has determined that the documents shown below are suitable replacements for specific applications, but users are cautioned to evaluated these documents for their particular application before citing them as a replacement document."

OR

"MIL-X-XXX is hereby canceled. The preparing activity has determined that the documents shown below are suitable replacements for most land and shipboard applications but should not be used in aerospace applications."

OR

"MIL-X-XXX is hereby canceled. Users may consult EIA-YYY as a possible replacement. Users are cautioned to evaluate this document for their particular application before citing it as a replacement document."

This is very helpful in many cases. Each of the above wording has a different nuance that may be lost along the way. However, the Acquisition Requirements Package preparer should be aware of the contents of the suggested replacement documents. I know that when my office suggests a replacement document for a canceled military specification, we are not aware of the particular application or operating environment. An example of what could happen by not reading a specification and then misapplying the piece of equipment is illustrated by the following story:

"A man is surfing the web looking for a new engine for his large older car. He comes across one of those auction sites and sees something called a JATO engine. The advertisement for this engine states that it has a separate mechanism for that extra 'boost' that one may need. The man enters his bid and it turns out to be the winner. A couple of days later he receives his new engine. He is very excited and like every other guy, throws out the specification and operating instructions that were packaged with the engine. He installs the new engine in his older car and is now ready to take it for a test drive. Everything is going well. He gets to a straight piece of the road and since no one is around, he decides to hit the switch for that extra 'boost' that had caught his attention in the advertisement. As far as the highway patrol could later piece together, the driver, soon to be pilot, hit the switch igniting the booster on the JATO engine. The driver soon realized that JATO stood for Jet Assisted Take Off since his car literally took off. Based upon inspection of the takeoff site, his car reached 350 mph within 5 seconds then became airborne. The highway patrol found the car/projectile about 4 miles away embedded in the side of a mountain about 125 feet above the ground. The remains of the driver were not recoverable."

The moral of this story is to be aware of the contents of the specification describing the equipment you are buying to make sure it is appropriate for your application. When applying current technology to older designs, sufficient analysis is important. The JATO described above worked exactly as specified but obviously was misapplied.

If you need assistance in researching a replacement document, do not hesitate to contact the Standardization Team at X29139.

TEAM C4IEWS MASTER ACTION PLAN (MAP) UPDATE

The latest revision of the Team C4IEWS MAP was signed by the three Standardization Executives, Mr. Anthony LaPlaca, Mr. Edward Bair, and Mr. Robert Lehnes on 8 April 1999. The reason for this revision was a policy memo from AMC that **prohibits the use of any Management and Manufacturing (M&M) Processes in Army solicitations and contracts, regardless of source, without obtaining a waiver. A key point about this M&M process waiver requirement is that the waiver is required regardless of the source of the document. Examples of management processes include *quality management, configuration management, system engineering management, parts selection and control, and environmental management.* A manufacturing process is the method by which the contractor performs an action associated with the construction or production of an item, such as, how to solder, weld, fabricate materials, apply coatings, install parts and clean surfaces and connect items**.

THE V-FILES

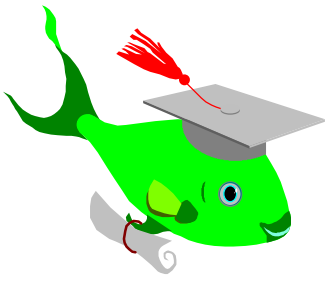
EDUCATIONAL OPPORTUNITY

Here is your opportunity to "Cash In" on the Value Engineering (VE) Experience. The Value Concepts Office (VCO) will be presenting the CONTRACTUAL ASPECTS OF VALUE ENGINEERING (CAVE) training at Armstrong Hall from 1-5 November 1999. This course provides an awareness of the methods and objectives of VE and more particularly of the VE contract clauses, their provisions and applications. Government personnel for whom this course is recommended include those responsible for negotiating, reviewing, approving, administering, and evaluating the contractual value engineering effort of defense contractors. The course includes examples whereby reductions in development and weapon system costs were accomplished without compromising approved technical requirements. Also provided is a brief exposure to the interrelationship between the engineer, the buyer, and the contract administrator inherent in productive VE projects. The VCO recommends you retake the CAVE course if it has been more than five years since you last attended the course.

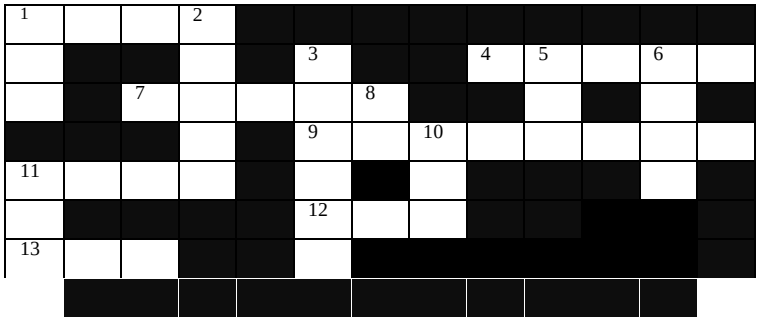
➲ The Army Acquisition Executive, Mr. Paul J. Hoeper, Office of the Assistant Secretary of Defense for Research, Development and Acquisition, in a letter dated 15 September 1998, SUBJECT: Value Engineering (VE) Fiscal Year 1999 (FY99) Saving Goal, states the success of VE as a cost reduction tool. Last year VE saved the Army $450M. He also states that "*the Department of Defense VE Strategic Plan established the VE savings goal as one percent of the total obligation authority (TOA), which equates to $640M for the Army in FY99. I want to meet this goal. To do so, I need each of you to aggressively seek opportunities where VE can be applied. The VE methodology can be applied in manufacturing office automation, cost performance reporting, budget preparation, test and evaluation, and numerous other processes.*"

➲ The CAVE training is also endorsed by General Johnnie Wilson, former Commanding General of AMC, in a letter dated 15 December 1998, SUBJECT: Value Engineering Change Proposal Processing (VECP) Time.

➲ An Acquisition Center Policy Alert No. 05-99, signed by Thomas M. Moore, Chief, Acquisition Process Change Group, dated 16 February 1999, SUBJECT: Value Engineering Change Proposal Processing (VECP) Time, also recommends participation in this course if you have not attended this training in the past five years.



Mr. Jean Jines of JAVA, INC instructs the CAVE course listed above. Mr. Jines, formerly of the Air Force Institute of Technology (AFIT) at Wright-Patterson Air Force Base, Ohio, is the acknowledged subject matter expert for CAVE throughout the Government. He is a dynamic and charismatic individual who provides a lively and interactive course of study. To enroll in the 1-5 November class, please contact Ms. Mary Lynch at X29499.



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Ms. Mary Lynch

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Mr. Charles Cebula, X65394, PEO C3S
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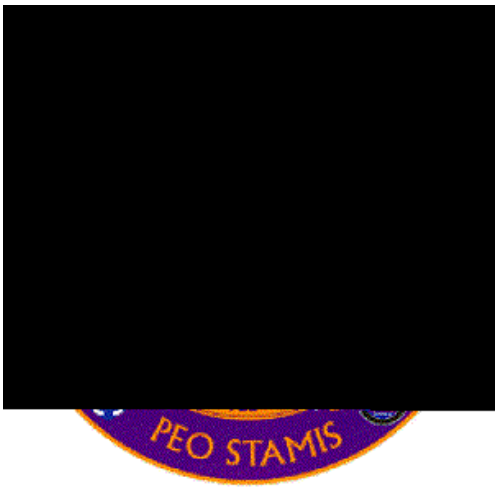

If you have any articles that you would like published in the Chronicle or you have any comments or suggestions, please call Mary Lynch (732) 532-9499 or DSN 992-9499. If you have any questions regarding Value Concepts, feel free to call our office at (908) 532-2810, 21604, 22318, 28507, or 28474.

ATTENTION ALL IPTs

Are you experiencing…

- **Maintenance or Reliability Issues?**
- **Obsolescence?**
- **Having an idea to improve your product, but no funding to carry it out?**
- **The feeling that you are out on a limb?**

The Value Concepts Office Can Help

We are a full service office dedicated to acquiring funding for your qualified ideas.

Our Value Methodolgy Workshops are designed to identify and/or solve problems.

Give us a call at DSN 992-2810
Commercial: 732-532-2810

Check out our web site:
www.monmouth.army.mil/cecom/lrc/specstd/ve/